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The Impact of Service Quality on Customer Satisfaction | on "STC", Saudi Arabia

"Case study"

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Chapter 1: introduction

1.1 Introduction

"The last two decades have witnessed tumultuous changes in the business environment, with quality consistently being considered one of management's top competitive priorities and a prerequisite for sustenance and growth. The quest for quality improvement has become a highly desired objective in today's intensely competitive global marketplace. Service quality plays a crucial role in achieving customer satisfaction, especially in the highly competitive telecommunications sector. For Saudi Telecom Company (STC), one of the largest telecommunications companies in the region, service quality is a key element in its strategy to enhance customer satisfaction and retention.

Service quality encompasses various factors such as network reliability, response speed, level of technical support, coverage quality, as well as ease of use and innovation in service delivery. Improving these factors can lead to higher levels of customer satisfaction, thereby increasing loyalty and reducing complaint rates.

For instance, improving the speed of response to complaints and increasing network reliability can enhance the customer experience and boost their satisfaction. Additionally, providing modern technologies and innovative services aligns with the growing expectations of customers in the digital age, contributing to a higher overall satisfaction level. Therefore, understanding the relationship between service quality and customer satisfaction is crucial for telecom companies like STC. This knowledge can support the development of effective strategies to improve the quality of services offered and ensure the highest levels of satisfaction among customers.

Concept of Service Quality:

"Service" is defined as the application of specialized competencies through actions, processes, and performance for the benefit of another entity or the entity itself. However, the concept of service quality has not been precisely defined by researchers. A review of the existing literature shows that research has approached the concept either from a production-based perspective or a customer-oriented perspective. While the production or manufacturing approach focuses on the objective or technical quality of standardized products, the customer-oriented approach emphasizes customer perceptions or quality in the eyes of the customer. Given the complex nature of quality, the customer perspective has become the prevailing approach in defining service quality in research (Akter et al., 2019).

Therefore, enhancing service quality through effective functional design for customer communication not only enhances the perceived social impact on social motivations but is also crucial for the significant competitive advantage of "service quality" in the aviation industry. Both researchers and practitioners can benefit by understanding and enhancing how relational functions are designed to motivate employees to improve customer lives and purchasing experiences (Chien-Wei Ho and Chi-Chuan Wu, 2019).

A study by Parasuraman et al. (1988) defined service quality from the customer's viewpoint as stemming from the comparison of what the customer feels service companies should provide (i.e., their expectations) with their perceptions of the company's service performance. Thus, perceived service quality is viewed as the degree and direction of the discrepancy between customer perceptions and expectations."

"Recent interpretations in the consumer domain now describe satisfaction as a fulfillment response. Fulfillment implies that a consumption goal is known, such as in the basic motives of hunger, thirst, and safety. However, observers of human behavior understand that these and other goals can be and frequently are modified and updated in various ways. Thus, consumer researchers have moved away from the literal meaning of satisfaction and now pursue this concept as the consumer experiences and describes it.

— (Oliver, 1997, p. 13)"

The Challenges

"The existing academic literature has cited several limitations regarding this topical area. Organizational research has primarily focused on the purchase decision process, with little emphasis on post-choice consumption and subsequent purchasing behavior (Qualls and Rosa, 1995). Additionally, more recent views of buyer-seller relationships as networks call for a relationship-oriented approach to measurement rather than one focused solely on transactions (Homburg and Rudolph, 2001; Tikkanen et al., 2000). Finally, many businesses have few industrial clients, raising questions about the validity of using statistical techniques that require significant sample sizes. Averages tend to stabilize over time, showing no significant change in customer feedback metrics (Tikkanen et al., 2000). Often, these 'objective' numerical results disguise the real underlying issues needed to improve customer satisfaction."

In a competitive and constantly changing business environment, quality of Service is a key element in achieving customer satisfaction, which directly affects customer loyalty and corporate success. Despite the widespread recognition of the importance of service quality, there is still a lack of comprehensive understanding of the factors that affect customer satisfaction and how service quality can be effectively improved.

Studying the quality of Service and its impact on customer satisfaction is extremely important in today's business context. This research contributes to a deep understanding of how service quality affects customer experience and satisfaction, enabling companies to improve their services and increase opportunities for growth and sustainability in a competitive market.

The research of service quality and customer satisfaction contributes to:

1. * Improve customer experience: * by understanding the dimensions of service quality that directly affect customer satisfaction, companies can improve customer experience and thereby increase their loyalty.
2. * Increase loyalty and customer retention:* if customers ' expectations in terms of service quality are met, they are more likely to remain customers and in the long run may increase their spending with the company.
3. * Improve competitive performance:* by improving service quality and customer satisfaction, companies can achieve a better competitive advantage in the market, where the difference is in customer experience and satisfaction.
4. * Operational sustainability: * by investing in improving the quality of service, companies can achieve sustainable growth and continuity in operational performance.

1.2 Research Problem

In a competitive and constantly changing business environment, quality of Service is a key element in achieving customer satisfaction, which directly affects customer loyalty and corporate success. Despite the widespread recognition of the importance of service quality, there is still a lack of comprehensive understanding of the factors that affect customer satisfaction and how service quality can be effectively improved

1.2.1 Theoretical gaps

- *Focus on Purchase Decision: * Previous research in the field of service quality has often focused on the purchase decision-making process, neglecting post-choice consumption and subsequent buying behavior. There is a need to expand research to understand how service quality comprehensively affects customer experience after the purchase.

1.2.1 Empirical gaps

*Relationship Measurement over Transactions: * Recent shifts in studying buyer-seller relationships as networks call for an approach that focuses on measuring relationships rather than merely individual transactions. Standardized measurement tools need to be developed to understand the enduring relationships and their impact on customer satisfaction..

1.3 Research significant

Studying the quality of Service and its impact on customer satisfaction is extremely important in today's business context. This research contributes to a deep understanding of how service quality affects customer experience and satisfaction, enabling companies to improve their services and increase opportunities for growth and sustainability in a competitive market.

1.3.1 Theoretical gaps

The research contributes to deepening our understanding of the impact of service quality on customer satisfaction through analyzing and studying the relationship between these two key variables in a business context. This study facilitates the development of new theories that explain how service quality influences customer behavior and responses.

1.3.2 Empirical gaps

- The research provides valuable practical guidance for companies to improve service quality and enhance customer satisfaction. By understanding the factors influencing customer satisfaction, companies can refine their strategies to better meet customer expectations and needs.

1- *Contribution to Practical Development:*

- The research contributes to improving companies' competitive performance by achieving higher customer satisfaction and retaining their customers. Through this research, companies can strengthen their market position by delivering excellent and effective customer experiences.

2- *Enhancement of Operational Sustainability:*

- By improving service quality, companies can achieve sustainable growth and operational continuity, enhancing their ability to address future challenges and adapt to market changes.

1.4 Research Sub-Questions

The main research question: What is the effect of service quality impact on customer satisfaction?

Research Sub-Questions

- 1- What is the effect of the democratic tangibility on customer satisfaction in STC?
- 2- What is the effect of the democratic reliability on customer satisfaction in STC?
- 3- What is the effect of the democratic response on customer satisfaction in STC?
- 4- What is the effect of the democratic safety on customer satisfaction in STC?
- 5- What is the effect of the democratic empathy on customer satisfaction in STC?

1.5 Research Objectives

The general objective is: explore the relationship between the service quality on customer satisfaction

sub-objectives

- 1- Identifying the effect of democratic tangibility on customer satisfaction in STC
- 2- Identifying the effect of democratic reliability on customer satisfaction in STC
- 3- Identifying the effect of democratic response on customer satisfaction in STC
- 4- Identifying the effect of democratic safety on customer satisfaction in STC
- 5- Identifying the effect of democratic empathy on customer satisfaction in STC

1.6 Research Hypotheses

Main hypothesis H1: There is a statistically significant relationship between service quality on customer satisfaction

The first sub-hypothesis Ha: There is a statistically significant relationship between democratic tangibility on customer satisfaction

The second sub-hypothesis Hb: There is a statistically significant relationship between democratic reliability on customer satisfaction

The third sub-hypothesis Hc: There is a statistically significant relationship between democratic response on customer satisfaction

The fourth sub-hypothesis Hd: There is a statistically significant relationship between democratic safety on customer satisfaction

The fifth sub-hypothesis Hf: There is a statistically significant relationship between democratic empathy on customer satisfaction

1.7 Research Model

The following figure shows the relationship between the research variables and the research hypotheses as follows:

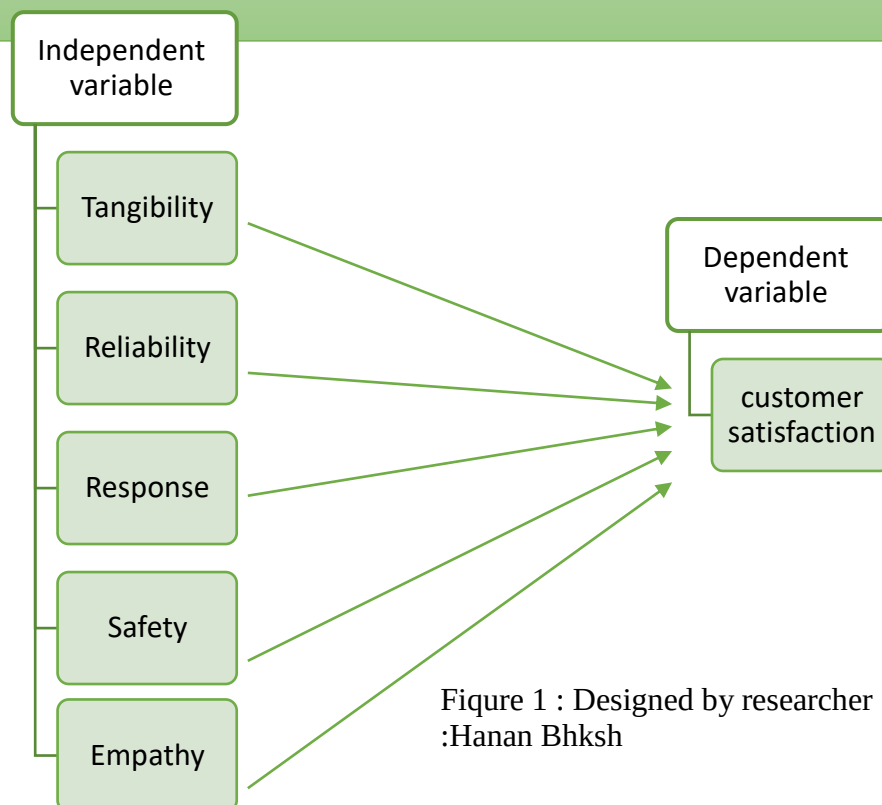


Figure 1 : Designed by researcher
:Hanan Bhksh

1.8 Empirical study

Saudi Telecommunication Company provides ICT services in the Kingdom of Saudi Arabia, across the Middle East and Europe. The group offers landline and fixed infrastructure, mobile and data services, and broadband & cloud computing services

1.9 Project structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Findings` Discussion and Conclusion

Chapter 2: Literature Review

2.1 Introduction

The study on the impact of service quality on customer satisfaction aims to understand the relationship between the quality of services provided by companies or institutions and the level of customer satisfaction with these services. This type of research includes several key aspects:

1. ***Definition of Service Quality***: This includes defining the various standards of service quality, such as reliability, speed, responsiveness, personal attention, and professionalism. It involves identifying what "quality" means from the customer's perspective and how it can be measured.
2. ***Customer Satisfaction***: The study looks into how customer satisfaction can be measured, which may include aspects such as the overall customer experience, satisfaction with the service provided, willingness to continue doing business with the company, and the likelihood of recommending it to others.
3. ***The Relationship Between Service Quality and Customer Satisfaction***: This section focuses on how improving service quality affects levels of customer satisfaction. The research may include analyzing data from customer surveys or reviews and linking them to service quality metrics to identify factors that directly influence satisfaction.
4. ***Findings and Recommendations***: Based on the study's results, recommendations are made to companies on how to improve their services to enhance customer satisfaction, which can lead to increased customer loyalty, improved company reputation, and higher profits.

The ultimate goal of this research is to provide practical insights that can help companies improve their services and ensure customer satisfaction, a crucial factor in retaining customers and increasing business success.

Conducting prior studies on the impact of service quality on customer satisfaction is of great importance for several reasons:

1. ***Providing a Theoretical Foundation***: Previous studies offer a solid theoretical framework for understanding the relationship between service quality and customer satisfaction. These studies help in identifying key concepts, theories, and models that can be used to analyze data in the new study.
2. ***Identifying Research Gaps***: By reviewing literature and previous studies, researchers can identify research gaps that have not been adequately covered. This helps in pinpointing new areas or different angles to focus on in the current research.
3. ***Improving Study Design***: Reviewing the methods and methodologies used in previous studies can help researchers design their own study better, whether in terms of sample selection, measurement tools, or statistical analysis techniques.
4. ***Comparing Results***: Previous studies provide a reference point for researchers to compare their findings. This comparison can help validate the results and determine whether they align with general trends in the field or reveal new patterns.

5. ***Enhancing Credibility***: Relying on previous studies gives the current research greater credibility, as it shows that the researcher is well-informed about the prior academic work and connected to developments in the field.

6. ***Avoiding Unnecessary Duplication***: By studying previous research, unnecessary duplication of studies can be avoided, which saves time and resources and encourages the introduction of new contributions.

In summary, previous studies are an essential part of any academic research, helping researchers build their studies on existing knowledge and guiding their efforts towards making valuable contributions in their field.

2.2 The first variable: Service Quality

Service quality is defined as the extent to which a service meets or exceeds customer expectations, reflecting the overall effectiveness of the service in delivering customer satisfaction. The concept has evolved from a focus on technical performance and operational efficiency to a broader consideration of the entire customer experience, including the emotional and psychological aspects of service delivery. The *SERVQUAL* model is widely used to measure service quality, emphasizing five key dimensions: *tangibles* (physical appearance and facilities), *reliability* (ability to deliver promised service consistently), *responsiveness* (willingness to help customers promptly), *assurance* (knowledge and courtesy of employees, and their ability to convey trust), and *empathy* (providing personalized attention to customers). Several theories explain service quality, such as the *Gap Model, which identifies gaps between customer expectations and service delivery, and the **Disconfirmation Theory*, which evaluates service quality based on the difference between expected and perceived service. For instance, in a restaurant setting, service quality would be assessed by the cleanliness of the environment (tangibles), timely delivery of meals (reliability), quick response to requests (responsiveness), the professionalism of the staff (assurance), and the degree of personal attention given to each customer (empathy). These dimensions work together to form the overall perception of service quality.



Figure 3: The Importance of Quality Service - Quality Service Matters: Utilizing Customer Feedback to Exceed Expectations

1. The Importance of Quality Service

In today's competitive business landscape, providing quality service has become more crucial than ever before. With customers having a plethora of options at their fingertips, businesses need to go above and beyond to exceed their expectations and stand out from the crowd. Quality service not only ensures customer satisfaction but also plays a pivotal role in building long-term customer loyalty and fostering positive brand reputation. In this section, we will delve into the significance of quality service and how it can be achieved through utilizing customer feedback effectively.

2. enhancing Customer satisfaction

One of the primary reasons why quality service is of utmost importance is its direct impact on customer satisfaction. When customers receive prompt, efficient, and personalized service, they are more likely to be satisfied with their overall experience. For instance, imagine a scenario where a customer contacts a support helpline with an issue and is met with a knowledgeable and empathetic representative who resolves their problem promptly. Such an interaction not only resolves the customer's issue but also leaves a lasting positive impression, enhancing their satisfaction with the company.

3. building Customer loyalty

Quality service is also instrumental in building long-term customer loyalty. When customers consistently receive superior service from a business, they develop a sense of trust and loyalty towards that brand. This loyalty translates into repeat purchases, positive word-of-mouth recommendations, and a reduced likelihood of switching to a competitor. For example, a hotel chain that consistently delivers exceptional service, promptly responds to customer feedback, and addresses any concerns promptly is more likely to have loyal customers who choose to stay with them repeatedly, rather than trying out other options.

4. fostering Positive brand Reputation

In today's interconnected world, where information spreads rapidly through social media and online reviews, a company's reputation can make or break its success. Quality service plays a pivotal role in fostering a positive brand reputation. When customers have a positive experience and are satisfied with the service they receive, they are more likely to share their experience with others. This word-of-mouth marketing can significantly impact a company's reputation, attracting new customers and enhancing its standing in the market. On the other hand, poor service can quickly tarnish a brand's reputation, leading to negative reviews and dissatisfied customers.

5. Utilizing customer Feedback for improvement

To consistently deliver quality service, businesses must actively seek and utilize customer feedback. By listening to their customers, companies can identify areas for improvement and make necessary adjustments to their processes, policies, and training. For instance, a restaurant that regularly reviews customer feedback may discover that many customers are dissatisfied with the long waiting times. By addressing this issue and implementing measures to reduce

waiting times, such as optimizing table management or hiring additional staff, the restaurant can enhance the quality of its service and meet customer expectations.

In conclusion, the importance of quality service cannot be overstated. It is essential for enhancing customer satisfaction, building long-term loyalty, and fostering a positive brand reputation. By actively listening to and utilizing customer feedback, businesses can identify areas for improvement and exceed customer expectations. In the next section, we will explore how to effectively gather and utilize customer feedback to enhance the quality of service provided.

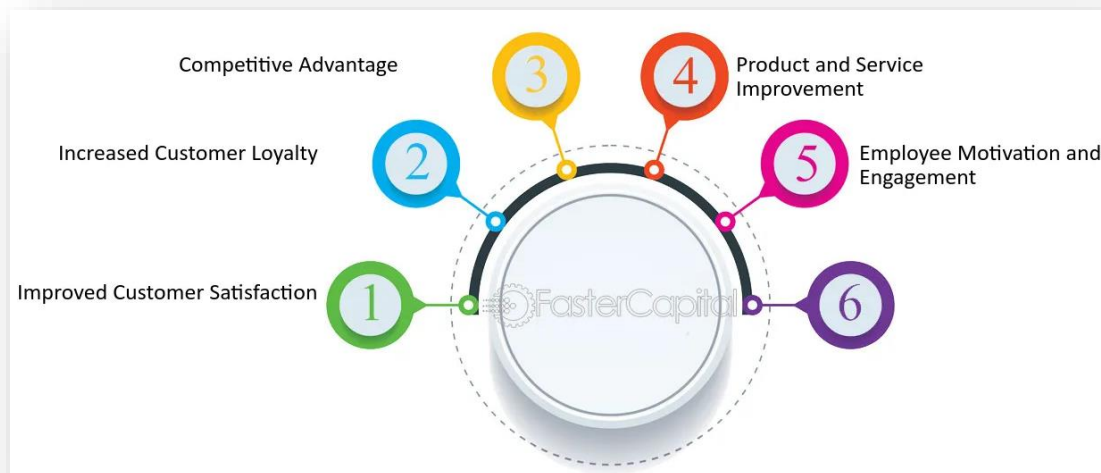


Figure 4: The Benefits of Utilizing Customer Feedback for Quality Service - Quality Service

Matters: Utilizing Customer Feedback to Exceed Expectations

1. Improved Customer Satisfaction: One of the primary benefits of utilizing customer feedback for quality service is the ability to enhance customer satisfaction. By actively seeking feedback from customers, businesses can gain valuable insights into their needs, preferences, and pain points. This information can then be used to make necessary improvements and tailor services to better meet customer expectations. For example, if a restaurant receives feedback that customers find the wait times for food to be too long, they can take steps to streamline their processes and reduce wait times, ultimately leading to happier and more satisfied customers.

2. increased Customer loyalty: Happy and satisfied customers are more likely to become loyal patrons of a business. When customers feel that their feedback is valued and acted upon, they develop a stronger sense of loyalty towards the brand. By consistently incorporating customer feedback into the improvement process, businesses can build trust and *foster long-term relationships with their customers*. For instance, an e-commerce company that actively listens to customer feedback and promptly resolves any issues reported is more likely to retain loyal customers who appreciate the company's commitment to quality service.

3. **Competitive Advantage:** In today's highly competitive business landscape, standing out from the competition is crucial. Utilizing customer feedback for quality service can give businesses a significant advantage over their competitors. By consistently delivering exceptional customer experiences based on feedback, businesses can differentiate themselves and attract new customers. Moreover, positive online reviews and word-of-mouth recommendations from satisfied customers can further enhance a company's reputation, making it more appealing to potential customers. Take, for example, a hotel that consistently receives positive feedback about its cleanliness and attentive staff. This positive feedback can give them an edge over other hotels in the area and attract more guests.

4. **product and Service improvement:** Customer feedback is an invaluable source of information for businesses to identify areas of improvement in their products or services. By analyzing feedback, businesses can uncover patterns or recurring issues that may have gone unnoticed otherwise. This enables them to make necessary adjustments and enhancements to their offerings, ensuring that they are consistently meeting customer expectations. For instance, a software company may receive feedback from users about certain features being difficult to use. By taking such feedback into account, the company can make the necessary improvements to enhance usability and user experience.

5. **employee Motivation and engagement:** Involving employees in the feedback loop and recognizing their role in delivering quality service can greatly enhance their motivation and engagement. When employees see that their efforts directly contribute to improving customer satisfaction, they are more likely to take pride in their work and strive for excellence. By sharing positive customer feedback with employees and recognizing their contributions, businesses can foster a culture of continuous improvement and customer-centricity. For example, a call center that regularly shares positive feedback from customers with its agents can boost morale and inspire them to provide even better service.



Figure 5: How to Exceed Customer Expectations - Quality Service Matters: Utilizing Customer Feedback to Exceed Expectations

1. **Personalize the Experience:** One of the most effective ways to exceed customer expectations is by personalizing the experience. Taking the time to understand your customers' preferences and needs allows you to tailor your service to meet their specific requirements. For instance, if you run a restaurant and notice that a regular customer always orders a particular dish, you can surprise them by adding a new twist to that dish or offering it as a complimentary item. This small gesture shows that you value their loyalty and are willing to go the extra mile to make their experience memorable.

2. **Anticipate Customer Needs:** Another way to exceed customer expectations is by anticipating their needs before they even express them. By paying attention to their behavior and preferences, you can proactively offer solutions or suggestions that enhance their experience. For example, if you own an online store and notice that a customer frequently purchases a certain brand of skincare products, you can send them personalized recommendations or discounts for similar products. This not only saves them time and effort but also demonstrates your commitment to providing exceptional service.

3. **Provide Timely and efficient support:** Prompt and efficient customer support is crucial in exceeding expectations. Responding to inquiries or resolving issues in a timely manner shows that you value your customers' time and are dedicated to providing them with the best possible service. For instance, if you receive a customer complaint, make it a priority to address their concerns promptly and offer a solution that exceeds their expectations. This could involve providing a refund, offering a replacement product, or even going above and beyond by sending a personalized apology note along with a small gift.

4. **Offer Special Rewards and Surprises:** surprise and delight your customers by offering special rewards or surprises that they wouldn't expect. This could include exclusive discounts, early access to new products, or even personalized gifts on special occasions such as birthdays or anniversaries. By going the extra mile to make your customers feel valued and appreciated, you create a memorable experience that exceeds their expectations. For example, if you run a hotel, you could upgrade a guest's room to a higher category without any additional charge or provide them with a complimentary bottle of champagne upon arrival.

5. **Continuously Seek Feedback:** To consistently exceed customer expectations, it's important to actively seek feedback from your customers and use it to improve your service. encourage your customers to share their thoughts and suggestions through surveys, reviews, or social media platforms. By listening to their feedback, you can identify areas for improvement and implement changes that will enhance the overall customer experience. For instance, if you receive feedback about slow delivery times, you can invest in improving your logistics or partner with a more reliable shipping company to ensure timely delivery.

6. **Train and Empower Your Team:** Finally, to consistently exceed customer expectations, it's crucial to invest in training and empowering your team. Provide them with the necessary tools, knowledge, and skills to deliver exceptional service.

2.3 The second variable: Customer Satisfaction

Customer satisfaction is defined as the extent to which a product or service meets or exceeds customer expectations, representing the customer's overall experience and contentment. The concept has developed from a basic measure of product performance to a more holistic view encompassing the entire customer journey, including service interactions and post-purchase support. The dimensions of customer satisfaction typically include *product quality, **service quality, **price, **convenience, and **emotional response. Theories such as the **Expectancy-Disconfirmation Theory* suggest that satisfaction is determined by the gap between customer expectations and the actual performance of a product or service. Another theory, the *Equity Theory, posits that satisfaction is influenced by the perceived fairness in the exchange process, while the **Perceived Value Theory* emphasizes the importance of the value customers feel they receive relative to what they pay. For example, if a customer purchases a product that performs well, is priced fairly, and is supported by excellent customer service, they are likely to experience high satisfaction. Visual representations of customer satisfaction often include models and charts that depict the relationship between these factors and overall satisfaction levels.



Figure 6: Customer Satisfaction Research

Customer satisfaction research is defined as the systematic process of collecting, analyzing, and interpreting feedback and data from customers to assess their level of satisfaction with a product, service, or the overall experience offered by a company. This research aims to measure and understand customers' perceptions, expectations, and feelings regarding their interactions with the business. The primary goal of customer satisfaction research is to identify areas where

the company can improve its offerings and customer service to enhance customer loyalty, retention, and overall business success.

The key components of customer satisfaction research include:

1. **Data Collection:** Feedback and data can be collected from customers through various methods, including surveys, interviews, focus groups, online review analysis, and social media monitoring. The choice of data collection method depends on the research objectives and the nature of the business.
2. **Measurement:** Customer satisfaction is usually measured on a scale, often ranging from highly satisfied to highly dissatisfied. Common metrics include Likert scales (e.g., 1 to 5 or 1 to 7), Net Promoter Score (NPS), or a simple yes/no answer to a satisfaction question.
3. **Analysis:** After data collection, researchers analyze the data to identify trends, patterns, and correlations. This analysis helps in understanding the factors influencing customer satisfaction, as well as areas that need improvement.
4. **Action Planning:** Based on the insights gained from the research, companies develop action plans to address areas of dissatisfaction or improvement. These plans may involve changes to products, services, customer support, or other aspects of the customer experience.
5. **Continuous Monitoring:** Customer satisfaction research is an ongoing process. Companies regularly collect and analyze customer feedback to ensure that improvements are effective and that satisfaction levels remain consistently high.

Customer satisfaction research serves several key purposes for businesses:

- **Identifying Weaknesses:** It helps companies identify specific areas or touchpoints where customers are dissatisfied, allowing for targeted improvements.
- **Enhancing Customer Loyalty:** Satisfied customers are more likely to remain loyal and continue doing business with the company. Research helps in understanding what drives customer loyalty.
- **Reputation Management:** Positive customer experiences can lead to positive word-of-mouth, while negative experiences can harm the company's reputation. Research aids in managing and improving brand perception.
- **Competitive Advantage:** Companies can use customer satisfaction research to outperform competitors by providing superior products and services that align with customer expectations.
- **Innovation:** Customer feedback often contains valuable ideas for innovation and product development, which can drive growth and market differentiation.

Customer satisfaction research is a structured approach to understanding and improving customer experiences. It plays a crucial role in helping companies meet customer expectations, foster loyalty, and ultimately achieve long-term success in a competitive market.



Figure 7: Importance of Customer Satisfaction Research

The importance of customer satisfaction research in today's business environment cannot be overstated. It serves as a vital tool for companies to understand, measure, and enhance their customers' satisfaction and overall experience. Below are some key reasons why customer satisfaction research is of utmost importance:

1. **Customer Retention:** Satisfied customers are more likely to remain loyal and continue doing business with the company. Customer satisfaction research helps identify areas needing improvement to retain existing customers, reduce churn rates, and maintain valuable revenue streams.
2. **Repeat Business:** Happy customers are more likely to make repeat purchases and engage in ongoing business relationships. Understanding what satisfies your customers can lead to increased sales and higher customer lifetime value.

3. **Positive Word-of-Mouth:** Satisfied customers often become brand advocates. They are more likely to recommend your products or services to others, leading to positive word-of-mouth marketing. This organic promotion can attract new customers at a low acquisition cost.
4. **Enhancing Brand Reputation:** * High levels of customer satisfaction contribute to building a positive brand reputation. When customers consistently have positive experiences with your business, your brand becomes associated with quality, reliability, and trustworthiness.
5. **Competitive Advantage:** In a competitive market, delivering exceptional customer experiences can set your business apart from competitors. Customer satisfaction research helps identify areas where you can outperform your competitors and gain a competitive edge.
6. **Reducing Customer Service Costs:** By addressing common pain points and improving customer satisfaction, you can reduce the number of support inquiries and complaints. This can lead to lower customer service costs and improved operational efficiency.
7. **Innovation and Product Development:** Feedback collected through customer satisfaction research often contains valuable insights and ideas for innovation and product development. Understanding customer needs and preferences can guide the creation of new offerings that align with market demands.
8. **Data-Driven Decision Making:** Customer satisfaction research provides data and metrics that can guide strategic decision-making. It allows companies to make informed choices about product improvements, marketing strategies, and resource allocation.
9. **Risk Mitigation:** Identifying and addressing customer dissatisfaction early can mitigate the risk of negative PR incidents, customer defections, or legal issues resulting from customer complaints.
10. **Employee Engagement:** Satisfied customers often correlate with engaged and motivated employees. Employees who see the positive impact of their work on customer satisfaction are more likely to be enthusiastic and committed to their roles.
11. **Long-Term Business Sustainability:** Maintaining high levels of customer satisfaction contributes to long-term business sustainability and growth. It helps create a stable customer base that provides ongoing revenue.
12. **Customer-Centric Culture:** Customer satisfaction research fosters a customer-centric culture within the company, where employees are encouraged to prioritize customer needs and continuously seek ways to improve the customer experience.

Customer satisfaction research is a powerful tool for businesses to measure customer sentiment, identify areas for improvement, and ultimately boost customer loyalty and profitability. In an era where customer expectations are constantly evolving, understanding and meeting these expectations is essential for long-term success. By actively investing in customer satisfaction research, companies can adapt and thrive in an ever-changing market.

Customer satisfaction significantly impacts an organization's profitability and overall success. It is evident that all organization owners and managers aim for profit, as they often measure the success of their managers based on the profits generated by the organization. For-profit organizations typically assess their profits in financial terms, while non-profit organizations measure their success using different criteria such as membership numbers, projects, and products. In some cases, they may also consider financial returns as a measure of success.

All potential profits are generally linked to customer satisfaction, which is in turn tied to the quality of the products or services offered (Mostghel, 2006, p. 18). Therefore, to increase profits, it is crucial to focus on enhancing customer satisfaction by improving the quality of services or products.

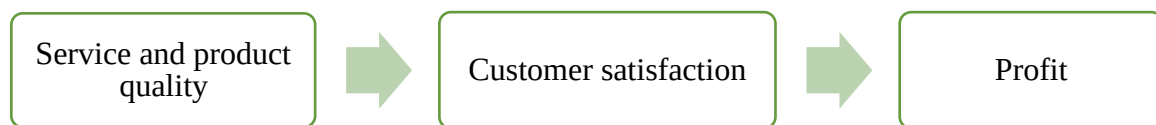


Figure 8: Customer satisfaction significantly impacts an organization's profitability and overall success.

Studies, such as the 2003 study by Wirtz, have found that much of an organization's success is linked to customer and beneficiary satisfaction. This is because customer satisfaction brings the organization several benefits, including:

- Purchasing repetition behavior
- Loyalty
- Word of mouth
- Long-term profitability

2.4 The relationship between the service quality and customer satisfaction

The relationship between service quality and customer satisfaction is closely intertwined, with service quality being a critical determinant of customer satisfaction. When an organization delivers high-quality service that meets or exceeds customer expectations, customer satisfaction tends to increase, leading to greater loyalty and reduced complaints. Conversely, if the service quality falls short of expectations, customer satisfaction is likely to decrease, possibly driving customers to seek alternatives. Analyzing patterns shows that improvements in service quality often lead to higher customer satisfaction, particularly in industries with direct customer interactions, such as hospitality and healthcare. However, conflicts can arise when there is a mismatch between customer expectations and the service provided. For instance, if marketing promises a level of service that the actual experience does not deliver, dissatisfaction may result. The relationship between service quality and customer satisfaction can be understood by studying the patterns, conflicts, and gaps between customer expectations and the service provided. Here is a breakdown of the relationship from these perspectives:

1. Patterns

- Customer Expectations: Customers develop certain expectations based on their past experiences, brand reputation, and marketing efforts. These expectations form a pattern that can be used to measure service quality.
- Service Quality: Companies that understand and meet these patterns and customer expectations often achieve higher customer satisfaction. This is because service that aligns with expectations builds trust and loyalty.

2. Conflicts

- *Expectations vs. Reality*: Conflict arises when the quality of service provided is lower than customer expectations. This can lead to a decrease in customer satisfaction.
- Expectation Management: Companies that can effectively manage customer expectations and provide consistent services reduce conflicts, leading to improved customer satisfaction.

3. Gaps

- Expectation Gap: This refers to the difference between customer expectations and the actual service provided. This gap can be positive or negative. If positive (service is better than expected), it enhances satisfaction. If negative, it leads to decreased satisfaction.
- Performance Gap: The difference between what the company believes it is delivering and what the customer actually perceives. Closing this gap requires a deeper understanding of customer expectations and the actual customer experience.

The Reciprocal Relationship

- It can be said that service quality and customer satisfaction are closely linked. Improved service quality generally leads to increased customer satisfaction, while high satisfaction can reflect an improvement in service quality.

- Recognizing the patterns, conflicts, and gaps helps companies continuously improve their services to match customer expectations, thereby enhancing customer satisfaction.

Addressing these factors strategically can lead to stronger customer relationships, increased loyalty, and enhanced company reputation..

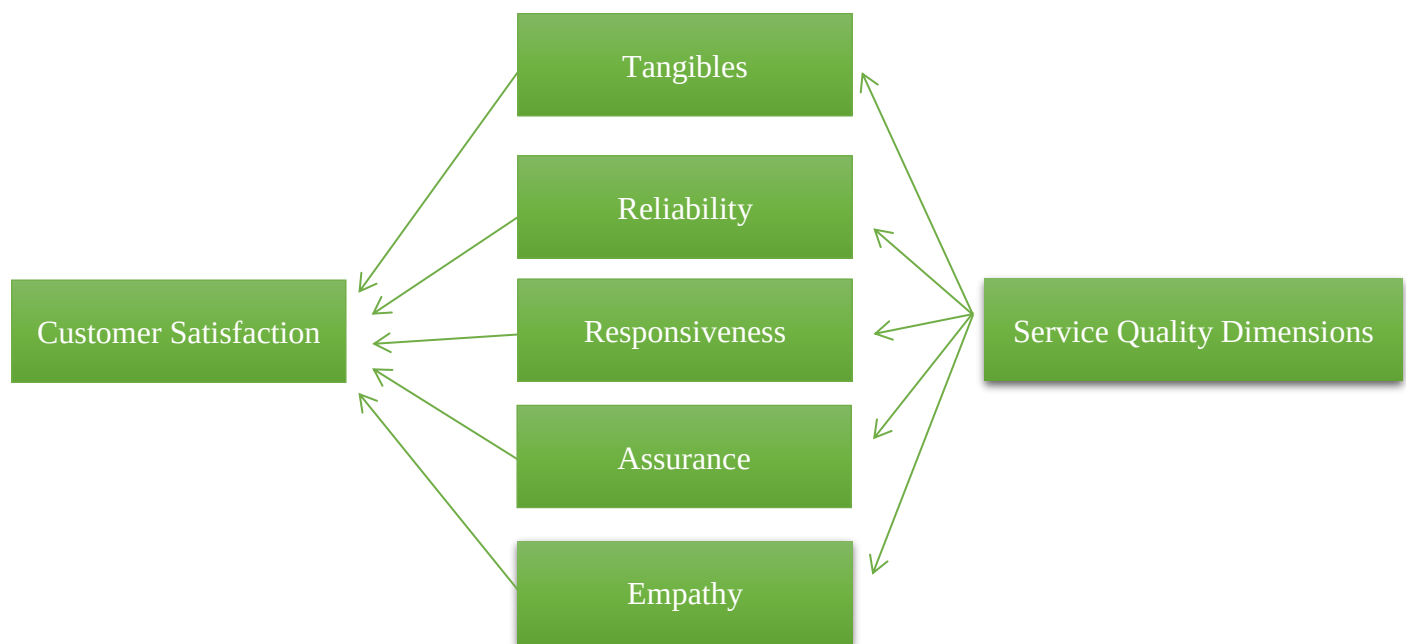


Figure 9: The Relationship Model between Service Quality Dimensions and Customer Satisfaction as Related to the SERVQUAL Standard

2.5 Conclusion

In light of the previous studies on the impact of service quality on customer satisfaction, several key findings can be drawn. Most studies have shown a strong positive relationship between service quality and customer satisfaction, indicating that service quality plays a crucial role in determining the level of customer satisfaction and their willingness to continue engaging with companies or brands. These studies have also highlighted that specific element of service quality, such as prompt responsiveness to customer needs, professional competence, and effective communication, have a significant impact on improving satisfaction levels.

Moreover, the studies suggest that customer satisfaction is not solely a direct result of service quality, but is also linked to other factors such as customers' prior expectations, market competition, and previous customer experiences. Additionally, the findings illustrate that customer satisfaction can lead to multiple benefits for companies, including increased brand loyalty, enhanced corporate reputation, and higher referral rates.

Based on these findings, it is evident that companies should focus on improving their service quality as a means to enhance customer satisfaction, which can lead to sustained success in the market.

Here are several potential future research directions that can guide further studies in this field:

1. **Analyzing the Impact of Economic and Social Changes:** It would be beneficial to study how economic and social transformations influence customer preferences and expectations regarding service quality, and consequently, their level of satisfaction.
2. **Expanding the Study to Different Sectors:** This research opens the door to exploring the impact of service quality in different sectors other than the one studied, such as the technology or education sectors, to understand sectoral differences in customer expectations and satisfaction.
3. **Utilizing Technology to Improve Service Quality:** With technological advancements, future research could focus on how modern technologies, such as artificial intelligence and data analytics, can be used to enhance service quality and increase customer satisfaction.
4. **Analyzing Long-Term Customer Behavior:** It could be valuable to study the impact of service quality on customer behavior over time, including brand loyalty, referrals, and repeat purchases.
5. **Exploring Cultural and Geographical Influence:** Cultural and geographical factors may affect how customers evaluate service quality, so future studies could be useful in gaining a deeper understanding of these factors.

Chapter 3: Research Methodology

3.1 Introduction

This chapter outlines the research methodology employed to investigate The Impact of Service Quality on Customer Satisfaction | on "STC", Saudi Arabia

It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data , and data analysis methods & procedures

3.2 Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1 Service Quality

Service quality is the level at which a service meets customer expectations and achieves satisfaction, through a set of measurable criteria, service quality can be measured through customer satisfaction questionnaires or specialized measurement tools such as the service quality scale (SERVQUAL), which assesses the gap between customer expectations and the level of Service actually provided.

3.2.2 Customer Satisfaction

Customer satisfaction is the level of positive feeling or satisfaction that customers achieve as a result of receiving services or products provided by the organization. customer satisfaction is measured using customer satisfaction questionnaires, and measurement indicators such as net promotion points (NPS) or standard assessment indicators, which reflect the extent to which the organization meets customer expectations and needs.

3.3 Research Methodology

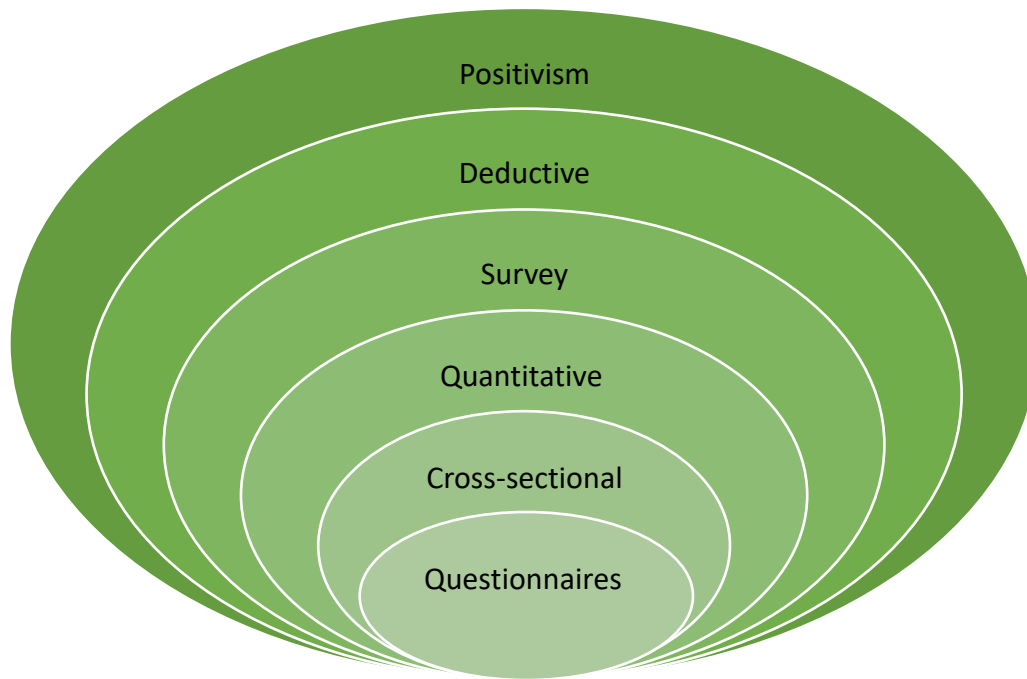


Figure 2: Designed by the researcher Hanan Bhksh

3.4 Research population & Sampling methods and technique

In light of the accelerated developments in the business world, the quality of Service has become a crucial element in achieving customer satisfaction, which, in turn, is a key indicator of the success of the enterprise and its superiority over competitors. Customer satisfaction is closely related to the level of quality of the service provided, as providing an outstanding service that meets the needs of customers and exceeds their expectations positively reflects on their impressions and willingness to return or recommend the service to others. This research aims to study the impact of service quality on customer satisfaction in a specific research community, using scientific methods and techniques to take a representative sample of customers that help to accurately analyze this relationship. These methods and technologies contribute to obtaining a balanced and accurate sample, which allows collecting reliable data on customer ratings of the quality of Service and how much it affects their satisfaction.

3.4.1 Research Population

Sector or company name	Classifications	Number of clients
STC	Company clients	30

3.4.2 Research Sample

The research sample	Sample size
Company clients	30

3.4.3 Sampling Method & Techniques:

The sampling method is Probability and the sampling techniques is Simple Random Sampling

3.5 Data collection method

Data collection method: The collected data will be analyzed Statistically. Statistical analysis involves identifying, analyzing, and turning raw data into useful information. This approach will help to uncover the key relationships between the service quality and the customer satisfaction at STC company

3.5.1 Service Quality

The researcher relied on a qureida questionnaire, قريدة، & اسمهان. In order to measure the variable quality of service, in terms of 5 dimensions: tangibility, reliability, response, safety and empathy, a total of 13 items for the entire variable. While the tangibility dimension consists of 3 elements, the reliability dimension consists of 3 elements, the response dimension consists of 2 elements, the safety dimension consists of 2 elements, and the empathy dimension consists of 3 elements. The type of tool Likert strongly agree, agree, neutral, disagree, strongly disagree

Variable	Variable dimensions	number of statement	source
Service Quality	Tangibility	3	قريدة، & اسمهان.
	Reliability	3	
	Response	2	
	Safety	2	
	Empathy	3	

3.5.2 Customer Satisfaction

The researcher relied on the questionnaire of رفاقة، & مسعودة. In order to measure the customer attraction, in terms of one dimension, which is the customer attraction with the total 3 items for the entire variable. The instrument type is Likert Strongly agree, agree, neutral, disagree, strongly disagree

Variable	Variable dimensions	number of statement	source
Customer Satisfaction	customer satisfaction	3	رفاقة، & مسعودة.

3.6 Types of data

3.6.1 Primary data:

- The primary data was collected using a questionnaire as the main tool for the study. The questionnaire was carefully designed to cover all aspects of the research topic and to achieve the study's objectives. It was distributed to a representative sample of the target population, and a high response rate was achieved.
- A quantitative analysis of the collected primary data was conducted using advanced statistical programs. Relevant statistical indicators and measures were extracted to derive results and conclusions.

3.6.2 Secondary data:

- An extensive search was conducted on previous studies related to the research topic. Research papers, scientific articles, and published sites in relevant journals were reviewed.
- Information and data available on the company's website under study were examined to understand the context and organizational and operational background of the research topic.
- The secondary data was analyzed and interpreted systematically to build a strong theoretical framework that supports the field study and connects the results to the existing literature

3.7 Data Analysis Methods & Procedures:

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data. The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study. Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests Exploratory factor analysis) to

determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time. The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

3.8 Conclusion

Concluding the chapter of the research methodology on the impact of service quality on customer satisfaction, it can be said that the methodology followed has formed a scientific basis for systematically and accurately analyzing and understanding the relationships between service quality and customer satisfaction. The methodology included data collection tools, sample design and the use of questionnaires, which allowed us to collect reliable and comprehensive data. The research also relied on precise analytical methodologies, such as statistical analysis, to ensure the accuracy of the results and the ability to generalize them. Thus, this chapter contributes to providing an integrated framework that enables measuring the impact of service quality in ways that can be practically applied to develop strategies to improve customer satisfaction.

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Appendices Chapter

Appendices

Dear ladies and gentlemen

It is my honor to place in your hands this questionnaire prepared for scientific research purposes with the aim of a thesis entitled "The impact of quality of service on customer satisfaction for STC, Kingdom of Saudi Arabia"

As part of the requirements for obtaining a bachelor's degree in project management from medusan University.

Due to the importance of quality service in customer satisfaction, which in turn enhances loyalty and achieves competitive advantages and long-term profitability for the company

We appreciate your participation in this survey , as your opinions and experiences will contribute to the development of a deeper understanding of how to improve the quality of service as it plays a crucial role in achieving customer satisfaction

We thank you for your cooperation, and we assure that all the data that you will provide will be kept confidential and used only for scientific research purposes.

With best regards

Demography

- 1- Gender : Male () / Female ()
- 2- Age : less than 20() / 20 to 34 () / 34 to 50 ()
- 3- Marriage Status : single () / Married ()
- 4- Education : high school () / diploma () / bachelor () / master ()
- 5- Jop : student () / employee () / retiree () / freelancer () / Non – employee

Variable	Variable dimensions	number of statement	source
Service Quality	Tangibility	3	قريدة، & اسمهان. التسويق الداخلي وأثره على جودة الخدمات المصرفية دراسة حالة البنك الوطني الجزائري وكالة ورقلة (Doctoral dissertation).
	Reliability	3	
	Response	2	
	Safety	2	
	Empathy	3	

Question (Service Quality)

1. STC uses the latest technologies.
2. STC branches provide sufficient parking spaces for customers.
3. The staff appearance is appropriate.
4. Shows genuine concern in solving issues.
5. Employees are skilled in service delivery.
6. STC provides services at the promised times.
7. STC provides all information related to any new services.
8. Employees respond to my inquiries promptly.
9. STC handles my personal information with complete confidentiality.
10. STC has a good reputation in customer service.
11. Employees show friendliness towards customers.
12. I feel that employees understand my request quickly.
13. STC considers customer service one of its top priorities.

Variable	Variable dimensions	number of statement	source
Customer Satisfaction	customer satisfaction	3	رقاقة، & مسودة. أثر جودة الخدمات البنكية على رضا العملاء في البنوك الجزائرية دراسة حالة بنك السلام الجزائري (Doctoral dissertation, جامعة قاصدي مرباح ورقلة).

Question (customer satisfaction)

1. You don't need multiple visits to the branch to solve a particular issue.
2. You receive a warm welcome from STC employees.
3. You are satisfied with the services provided by STC.

Table of research instruments

Strongly Agree	Agree	Neutral	Disagree	Strongly	Questions
					Dimensions: Customers Satisfaction
					1- You don't need multiple visits to the branch to solve a particular issue.
					2- You receive a warm welcome from STC employees.
					3- You are satisfied with the services provided by STC.

Strongly Agree	Agree	Neutral	Disagree	Strongly	Questions
					Dimensions: Tangibility
					1- STC uses the latest technologies.
					2- STC branches provide sufficient parking spaces for customers.
					3- The staff appearance is appropriate.
					Dimensions: Reliability
					4- Shows genuine concern in solving issues.
					5- Employees are skilled in service delivery.
					6- STC provides services at the promised times.
					Dimensions: Responsiveness
					7- STC provides all information related to any new services.
					8- Employees respond to my inquiries promptly.
					Dimensions: Assurance
					9- STC handles my personal information with complete confidentiality.
					10- STC has a good reputation in customer service.
					Dimensions: Empathy
					11- Employees show friendliness towards customers.
					12- I feel that employees understand my request quickly.
					13- STC considers customer service one of its top priorities.